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Optimizing Job Satisfaction

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Abstract
This research aims to examine the influence of work motivation and discipline on job satisfaction with compensation as an intervening variable at the Bank Indonesia Pematangsiantar Representative Office. Humans (HR) are the most important factor in the growth and development of an organization or business. That in conditions of globalization, human quality in companies is always a source of competition. Companies that want to grow and develop well must organize their human resources intellectually, spiritually, creatively, morally and responsibly. The results of this research are as follows: Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.267 and a p value of 0.048. Work Discipline has a positive and significant effect on compensation with an original sample value of 0.269 and a p value of 0.042. Compensation has a positive and significant effect on job satisfaction with an original sample value of 0.350 and a p value of 0.011. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.315 and a p value of 0.045. Motivation has a positive and significant effect on compensation with an original sample value of 0.624 and a p value of 0.000. Work Discipline has a positive and significant effect on Job Satisfaction through Compensation with an original sample value of 0.094 and a p value of 0.105. Motivation has a positive and significant effect on Job Satisfaction through Compensation with an original sample value of 0.218 and a p value of 0.014.

Keywords: Motivation, Work Discipline, Compensation, Job Satisfaction

INTRODUCTION

The success of an organization or institution in achieving its goals is inseparable from human resources, because HR organizes and manages other resources owned by the organization to help realize the goals of the organization itself, because the success or failure of the organization in achieving its goals depends on its human resources. Human Resources (HR) are the most important factor in the growth and development of an organization or business. Personal quality greatly affects the performance of these human resources and the performance of the company in general, so it is necessary to improve employee performance. (Pangaila et al., 2022). Employee work motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to motivate by giving what they want. If someone is motivated, he will try his best to realize what he wants. Motivation is an encouragement to someone in carrying out their work activities, so with motivation it means there is direction about what must be done and done to achieve the desired goals. Work discipline can be interpreted as a condition that is created and formed through a process of a series of behaviors that show the values of obedience, compliance, loyalty, order and order. Discipline is very important for human life, because discipline must be instilled continuously so that discipline becomes a habit. People who succeed in their work generally have high discipline, while people who fail are generally not disciplined. Discipline is a process of training and learning to improve the ability to act, think and work actively and creatively. Compensation is a reward given by the company to employees for their services in carrying out the tasks, obligations, and responsibilities assigned to them in order to achieve the company's goals. Compensation is important for employees because the amount of compensation reflects the size of the employee's work value, namely co-workers,

family, and society. An adequate compensation system, especially in relation to employee work motivation, should be owned by a company or business unit with higher environmental uncertainty. Compensation plays an important role in improving employee performance. One of the main reasons someone works is to meet their life needs. A person will work optimally in order to get appropriate compensation. Job satisfaction is an important condition that every employee who works must have, where the person is able to interact with their work environment and it is hoped that they will work enthusiastically and seriously so that their contribution to achieving the company's goals will increase.

Formulation of the problem

1. Does Motivation have a positive and significant effect on Compensation at the Bank Indonesia Representative Office in Pematangsiantar?
2. Does Work Discipline Have a Positive and Significant Influence on Compensation at the Bank Indonesia Representative Office in Pematangsiantar?
3. Does Motivation have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar?
4. Does Work Discipline have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar?
5. Does Compensation have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar?
6. Does Motivation Have a Positive and Significant Influence on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar?
7. Does Work Discipline Have a Positive and Significant Influence on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar?

Research purposes

1. To determine and analyze the influence of Motivation on Compensation at the Bank Indonesia Representative Office, Pematangsiantar.
2. To determine and analyze the influence of Work Discipline on Compensation at the Bank Indonesia Representative Office, Pematangsiantar.
3. To determine and analyze the influence of Motivation on Job Satisfaction at the Bank Indonesia Representative Office, Pematangsiantar.
4. To determine and analyze the influence of Work Discipline on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar.
5. To determine and analyze the influence of Compensation on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar.
6. To determine and analyze the influence of Motivation on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
7. To determine and analyze the influence of Work Discipline on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar.

LITERATURE REVIEW

Job satisfaction

Understanding Job Satisfaction

According to Jufrizen & Sitorus (2021), Job Satisfaction is a pleasant psychological state felt by workers in a work environment because their needs are adequately met. Job Satisfaction is defined by looking at the extent to which individuals feel positively or

negatively various factors or dimensions of the tasks in their work. Job Satisfaction is an emotional attitude that is pleasant and loves one's job (Atmaja, 2022).

Job Satisfaction Indicators

Job Satisfaction Indicators according to Atmaja (2022) include:

1. Payment of wages/salaries.
2. Work environment, which includes physical and non-physical work environment factors.
3. Working group.
4. Supervision.

Motivation

Understanding Motivation

According to Afandi (2021), motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, joy and sincerity so that the results of the activities he carries out are good and of good quality. Motivation is generally related to each goal, while organizational goals focus on work-related behavior (Robbins and Jugde, 2018).

Motivation Indicators

According to Afandi (2021), the dimensions and indicators of motivation are divided into two dimensions and six indicators, namely:

a) The dimension of peace is happy, comfortable and enthusiastic because needs are met. The first dimension indicator is divided into 3, namely:
   (1) Remuneration Remuneration is anything in the form of goods, services and money which is compensation received by employees for their services involved in the organization.
   (2) Working Conditions Working conditions are a series of conditions or circumstances of the work environment of a company which is the place of work for employees who work in that environment.
   (3) Work Facilities Work facilities are supporting facilities in company activities in physical form, and are used in normal company activities, have a relatively permanent useful life and provide benefits for the future.

b) The dimension of the drive to get the best possible, the indicators of dimension two are divided into three, namely:
   (1) Work performance Work performance is a work result achieved by a person in carrying out the tasks assigned to him based on skill, experience, sincerity and time.
   (2) Recognition from superiors Recognition from superiors for achievements in work carried out in an organization should always be tailored to the employee concerned. Each person has different needs, therefore they need to be recognized in different ways.
   (3) The work itself The work itself is a situation where employees find interesting tasks, opportunities to learn and opportunities to take responsibility for their work.

Work Discipline

Understanding Work Discipline

According to Sari (2019) Work discipline is a person's awareness and willingness to obey all company regulations and applicable norms. According to Hasibuan (2020) discipline is the key to a company's success in achieving its goals. It will be difficult for the

company to achieve its goals if employees are indisciplined/comply with the company's regulations.

Work Discipline Indicators

According to Hasibuan (2020), the discipline indicators are as follows:

1. Goals and abilities Goals and abilities are goals to be achieved must be clear and challenging enough for the employee's abilities. This means that the work goals assigned to employees must be in accordance with the employee's abilities so that they can work seriously and disciplined in their work. However, if the work is beyond their abilities or far from their abilities, the employee's sincerity and discipline are low.
2. Leadership examples Leadership examples play a very important role in determining employee discipline because leaders are used as role models and role models by their subordinates.
3. Rewards Rewards also influence employee discipline because rewards will give employees satisfaction and love for the company.
4. Justice Justice helps to create employee discipline because of the ego and human nature that always feels important and asks to be treated the same as other humans.
5. Close Supervision (Waskat) Waskat is the most effective real action in realizing employee discipline. With Waskat, it means that superiors must be active and supervise the work behavior of their subordinates.
6. Punishment sanctions Punishment sanctions play an important role in maintaining employee discipline, with increasingly severe punishment sanctions, employees will be increasingly afraid of violating company regulations.
7. Firmness The firmness of the leader in taking action will affect the discipline of the company's employees. The leader must dare to be more firm, acting to punish any undisciplined employee in accordance with the established punishment sanctions.
8. Human relations Harmonious human relations among fellow employees create good discipline in a company.

Compensation

Definition of Compensation

According to Simamora (2015) compensation is a broad terminology related to financial rewards received by people through their employment relationship with an organization. According to Hasibuan (2017) compensation is all income in the form of money, goods, directly or indirectly received as compensation for services received by employees as compensation to the company.

Compensation Indicators

Compensation indicators, according to Simamora (2017), are:

1. Wages and salaries
2. Incentives
3. Allowances
4. Facilities
5. Bonus

Conceptual Framework

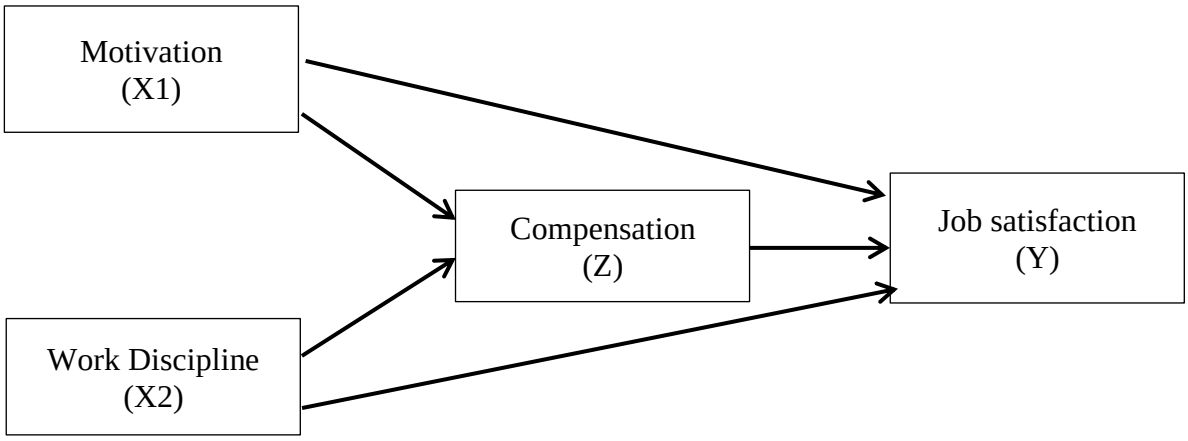

Figure 1. Conceptual Framework

Hypothesis

H1 Motivation has a positive and significant effect on Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
H2 Work Discipline has a positive and significant effect on Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
H3 Motivation has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar.
H4 Work Discipline has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar.
H5 Compensation has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in Pematangsiantar.
H6 Motivation has a positive and significant effect on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar.
H7 Work Discipline has a positive and significant effect on Job Satisfaction through Compensation at the Bank Indonesia Representative Office in Pematangsiantar.

METHOD

Types of Research

In this study, the researcher used quantitative research as the research material. According to Sujarweni (2014), quantitative research is a type of research that produces findings that can be achieved (obtained) using statistical procedures or other means of quantification (measurement).

Research Location and Research Time

This research was conducted at the Representative Office of Bank Indonesia Pematangsiantar, Jalan Adam Malik No.1 Pematangsiantar. This research was conducted from September to October 2024.

Research Population

The researcher used the research population as all employees of the Bank Indonesia Representative Office in Pematangsiantar and the number of employees was 40 employees, that is the population of this study. Meanwhile, according to V. Wiratna Sujarweni (2014)

stated that: "Population is the total number consisting of objects or subjects that have certain characteristics and qualities determined by researchers to be studied and then conclusions are drawn".

Research Sample

The sample used by the researcher is all the population will be sampled by the researcher so that the sample of this study is 40 employees, the sampling technique in this study uses the saturated sampling technique. According to Sugiyono (2017) a sample is part of the number and characteristics possessed by the population. According to Narimawati (2015) a sample is part of the population selected to be a unit of observation in research.

Research Data Sources

The data source of this study is using primary data sources as reference materials in the study. According to Umar (2015) is primary data that has been further processed and presented by the primary data collector or by other parties, for example in the form of tables or diagrams.

Data collection technique

The data collection technique in this study used a research questionnaire and distributed it to respondents to answer. According to Sugiyono (2017), a questionnaire is a data collection method carried out by giving a set of written questions or statements to respondents to answer.

Data Analysis Techniques

According to Ghozali & Latan (2015), the purpose of PLS-SEM is to develop theory or build theory (prediction orientation). PLS is used to explain whether or not there is a relationship between latent variables (prediction). PLS is a powerful analysis method because it does not assume current data with a certain scale of measurement, a small number of samples (Ghozali, 2014). This study has a complex model and a limited number of samples, so in data analysis using SmartPLS software. SmartPLS uses the bootstrapping method or random duplication. Therefore, the assumption of normality will not be a problem. In addition, by doing bootstrapping, SmartPLS does not require a minimum number of samples, so it can be applied to research with a small number of samples.

Measurement Model Test or Outer Model

The measurement or external model shows how each indicator block relates to the latent variable. The method of evaluating the measurement model using confirmatory factor analysis is by using the MTMM (MultiTrait-MultiMethod) approach, which examines discriminant and convergent validity. In contrast, reliability assessment is carried out in two ways: through Cronbach's Alpha and Composite Reliability (Ghozali & Latan, 2015).

a. Convergent “Validity

The convergence validity of the regression model with reflective indicators can be shown in the correlation between item/indicator scores and construct scores. Individual reflectivity is declared high if it correlates with the desired form of more than 0.70. However, in terms of improvement, loadings between 0.50 and 0.60 can be achieved (Ghozali & Latan, 2015).

b. Discriminant “Validity

The discriminant validity of an indicator can be seen from the cross-loading between the indicator and its construct. If the correlation between the construct and its indicator is higher than the correlation between the indicator and other constructs, then this indicates that the 38th construct indicator in the block is more accurate than the indicators in other blocks.

Another way to determine discriminant validity \\ is to compare the average variance extracted (√AVE) of each construct with the correlation between each construct and other constructs using the model. The model is said to have good discriminant validity if the AVE of each construct is greater than the correlation between the construct and other constructs (Gozali, 2014). In Ghozali & Latan (2015) additional questions are explained to determine the validity of the construct by looking at the AVE value. The model is said to be good if the average value of each construct is greater than or equal to 0.50.

c. Reliability "In addition to the validity test

In addition, model revisions were conducted to assess the reliability of the construction. Reliability testing was conducted to ensure the accuracy, consistency, and responsiveness of the instrument in terms of “construction”. In PLS-SEM with the SmartPLS 3.0 application, there are two methods available to assess the reliability of a construct with reflective indicators, namely Cronbach's Alpha and Composite Reliability. According to Ghozali and Latan (2015), a construct is said to be reliable if its composite reliability coefficient is at least 0.70 (cronbach alpha).

Structural Model or Inner Model Test

a. R-Square: "When determining the structural model, it will be more accurate to determine the RSquare for each endogenous variable as a measure of the model's predictive strength." Structural model analysis is done by looking at the R-square which is a goodness-of-fit model. The R-squared value can be used to describe the influence of the current exogenous latent variable on the endogenous latent variable, especially whether it has a significant influence. It can be concluded from the RSquare values of 0.75, 0.50, and 0.25 that the model is strong, moderate, and "weak" (Ghozali & Latan, 2015).
b. F-Square: This f-square calculation is used to determine the goodness of the model. F-square values of 0.02, 0.15, and 0.35 can be used to assess whether the slow predictor variable has a small, medium, or large influence on the structural threshold (Ghozali, 2014).
c. Estimate “For Path Coefficients The second step is to test the significance of the variance between variables by examining the parameter determination coefficient and the statistical significance of T which is carried out using the “bootstrapping” method (Ghozali & Latan, 2015).

Indirect Effect Test

The purpose of this experiment is to observe the significant effect of nonlinear random variables. This study was conducted using the bootstrapping method with smartPLS 3.0. In this study there is one intervening variable, namely functional audit performance. Intervening variables are defined as having the ability to mitigate the influence of exogenous (independent) variables on endogenous (dependent) variables if the T statistic value is higher when compared to the table and the P value is lower than the significance threshold used (5%).

RESULTS AND DISCUSSION

Outer Model Analysis

The purpose of external model evaluation is to determine the validity and dependability of the model. This test study will investigate the impact of loading variables, average variance extracted (AVE), discriminant validity, and composite reliability.

Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted. (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model used in this study is shown in the figure below:

Table 1. Outer Loadings/Cross Loadning Stage 1

	Work Discipline (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (X1)
X1.1				0.858
X1.2				0.861
X1.3				0.796
X1.4				0.741
X1.5				0.822
X1.6				0.825
X2.1	0.825			
X2.2	0.841			
X2.3	0.786			
X2.4	0.643			
X2.5	0.783			
X2.6	0.834			
X2.7	0.883			
X2.8	0.828			
Y.1		0.880		
Y.2		0.871		
Y.3		0.803		
Y.4		0.823		
Z.1			0.734	
Z.2			0.895	
Z.3			0.850	
Z.4			0.859	
Z.5			0.821	

Source: Smart PLS 3.3.3.

In table 1 there is an outer loading of each variable and indicator but there is an invalid indicator, namely in indicator X2.4 with the work discipline variable. To continue the research, the invalid indicators will be deleted and then retested and the test is as follows:

Table 2. Outer Loadings/Cross Loadning Stage 2

	Work Discipline (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (X1)
X1.1				0.858
X1.2				0.861
X1.3				0.796
X1.4				0.741
X1.5				0.822
X1.6				0.825
X2.1	0.830			
X2.2	0.851			
X2.3	0.769			
X2.5	0.792			
X2.6	0.851			
X2.7	0.898			
X2.8	0.830			
Y.1		0.880		
Y.2		0.871		
Y.3		0.803		
Y.4		0.823		
Z.1			0.735	
Z.2			0.895	
Z.3			0.850	
Z.4			0.859	
Z.5			0.821	

Source: Smart PLS 3.3.3.

After the invalid indicator values are removed, all indicators are greater than 0.07 and are considered valid. The table above shows that the indicator for each variable is greater than 0.7, meaning that each item indicator has a value greater than 0.7, meaning that the data is valid and can be researched further.

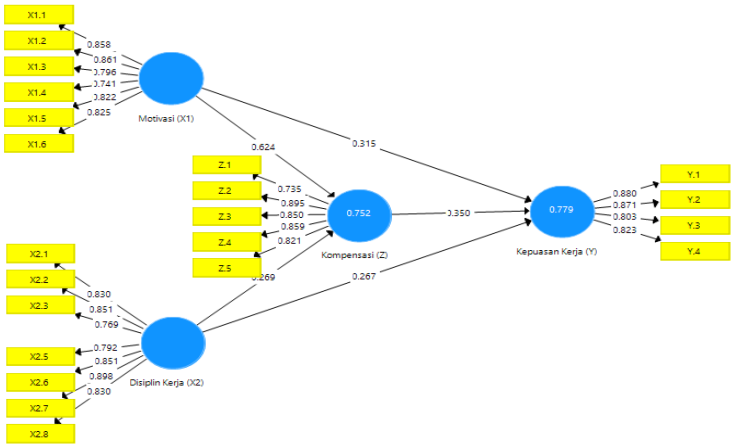

Figure 2. Outer Model
Source: Smart PLS 3.3.3.

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

Z = b1X1 + b2X2 + e1
Z = 0.624 X1+ 0.269 X2 +e1
For substructure 2
Y = b2X1 + b3X2 + b4Z + e2
Y = 0.315 X1+ 0.267 X2+ 0.350Z + e2

Discriminant Validity

The next step is to understand the valid data reviewed from its discriminative validity, with the aim of finding out whether the number of cross loadings is greater than the number of other variables, in order to determine which indicators have a higher correlation with the variable construction. table. The cross loading results from the validity test are as follows:

Table 3. Discriminant Validity

	Work Discipline (X2)	Job Satisfaction (Y)	Compensation (Z)	Motivation (X1)
X1.1	0.778	0.704	0.709	**0.858**
X1.2	0.664	0.740	0.728	**0.861**
X1.3	0.666	0.702	0.732	**0.796**
X1.4	0.639	0.628	0.579	**0.741**
X1.5	0.770	0.710	0.755	**0.822**
X1.6	0.717	0.661	0.687	**0.825**
X2.1	**0.830**	0.633	0.714	0.674
X2.2	**0.851**	0.667	0.633	0.771
X2.3	**0.769**	0.641	0.627	0.749
X2.5	**0.792**	0.739	0.617	0.669
X2.6	**0.851**	0.658	0.696	0.647
X2.7	**0.898**	0.765	0.718	0.787
X2.8	**0.830**	0.678	0.698	0.731
Y.1	0.638	**0.880**	0.693	0.716
Y.2	0.727	**0.871**	0.743	0.748
Y.3	0.749	**0.803**	0.729	0.785
Y.4	0.650	**0.823**	0.648	0.587
Z.1	0.597	0.652	**0.735**	0.578
Z.2	0.759	0.757	**0.895**	0.780
Z.3	0.690	0.593	**0.850**	0.683
Z.4	0.640	0.668	**0.859**	0.748
Z.5	0.672	0.791	**0.821**	0.759

Source: Smart PLS 3.3.3.

In table 3 there is a cross loading in each variable, for the cross loading of the work discipline variable the value is greater than the cross loading on other latent variables, for the cross loading of the job satisfaction variable there is a value greater than the cross loading

on other latent variables, the cross loading of the compensation variable has a value greater than the cross loading of other latent variables, the cross loading factor on the motivation variable has a value greater than the cross loading value on other latent variables, so it can be concluded that this study is discriminantly valid.

Composite reliability

In composite reliability research, each variable is compared for its reliability level, and if the reliability level is greater than 0.60 then the research is considered reliable; if the reliability level is between 0.60 and 0.7, the research is considered unreliable. There are several blocks to determine whether the research is reliable or not, valid or not.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0.926	0.940	0.693
Job Satisfaction (Y)	0.866	0.909	0.714
Compensation (Z)	0.889	0.919	0.695
Motivation (X1)	0.901	0.924	0.670

Source: Smart PLS 3.3.3.

The cronbach alpha value of each variable is greater than 0.7 indicating that the data is reliable. The composite reliability column has a value greater than 0.6 so that each variable can be assessed for reliability because the data is more than 0.6. From the AVE column, it can be seen that each variable whose value is greater than 0.7 indicates that the data is valid according to AVE. Each variable in the cronbach alpha, reliability, and AVE columns has a value greater than 0.7 or 0.6 indicating reliability and validity.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

Coefficient of Determination (R2)

Based on data analysis carried out using the SmartPLS 3.0 program, the R Square value was obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Y)	0.779	0.760
Compensation (Z)	0.752	0.739

Source: Smart PLS 3.3.3.

In table 5 there are R square results from two dependent variables for job satisfaction variables, there is an R square value of 0.779 or 77.9%, meaning that the influence of motivation, work discipline, and compensation variables on job satisfaction is 0.779 or 77.9% and the rest is on other variables. For the Compensation variable, the R square value

is 0.75.2 or 75.2%, meaning that the influence of motivation and work discipline on Compensation is 0.752 or 75.2% and the rest is on other variables.

Hypothesis Testing

After determining the inner model, the next step is to determine the relationship between the variables and the hypotheses in this case. Speculation in this review is done by looking at T-Statistics and P-Values. The test determines whether T-Insights > 1.96 and P-Values < 0.05. The following are the results of the Direct Impact Path Coefficient.

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X2) -> Job Satisfaction (Y)	0.267	1,667	0.048	Accepted
Work Discipline (X2) -> Compensation (Z)	0.269	1,728	0.042	Accepted
Compensation (Z) -> Job Satisfaction (Y)	0.350	2,292	0.011	Accepted
Motivation (X1) -> Job Satisfaction (Y)	0.315	1,698	0.045	Accepted
Motivation (X1) -> Compensation (Z)	0.624	4,106	0,000	Accepted

Source: Smart PLS 3.3.3.

There are direct influence results in table 6 and each result obtained will be explained below:

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.267 and a p value of 0.048. If work discipline increases well then work discipline will increase well, conversely if work discipline decreases then job satisfaction will also decrease.
2. Work discipline has a positive and significant effect on compensation with an original sample value of 0.269 and p values of 0.042. If work discipline increases, compensation will increase, if it decreases, compensation will decrease.
3. Compensation has a positive and significant effect on job satisfaction with an original sample value of 0.350 and p values of 0.011. If compensation increases, job satisfaction will increase, conversely, if it decreases, job satisfaction will decrease.
4. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.315 and p values of 0.045. If good motivation increases, job satisfaction will increase, conversely, if motivation decreases, job satisfaction will decrease.
5. Motivation has a positive and significant effect on compensation with an original sample value of 0.624 and p values of 0.000. If motivation increases well, compensation will increase, conversely, if it decreases, compensation will decrease.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Result
Work Discipline (X2) -> Compensation (Z) -> Job Satisfaction (Y)	0.094	1,255	0.105	Rejected

Motivation (X1) -> Compensation (Z) -> Job Satisfaction (Y)	0.218	2,191	**0.014**	**Accepted**

Source: Smart PLS 3.3.3.

In table 7 there are indirect influences which will be explained to researchers as follows:

1. Work Discipline has a positive and significant effect on Job Satisfaction through Compensation with an original sample value of 0.094 and p values of 0.105, meaning that compensation is not an intervening variable because it is unable to have a significant effect.
2. Motivation has a positive and significant effect on Job Satisfaction through Compensation with an original sample value of 0.218 and p values of 0.014, meaning that compensation is an intervening variable because it is able to influence significantly, so that with compensation it will increase motivation and job satisfaction.

CLOSING

Conclusion

1. Work Discipline has a positive and significant effect on Job Satisfaction with an original sample value of 0.267 and a p value of 0.048.
2. Work Discipline has a positive and significant effect on Compensation with an original sample value of 0.269 and p values of 0.042.
3. Compensation has a positive and significant effect on job satisfaction with an original sample value of 0.350 and p values of 0.011.
4. Motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.315 and p values of 0.045.
5. Motivation has a positive and significant effect on Compensation with an original sample value of 0.624 and p values of 0.000.
6. Work Discipline has a positive and significant effect on Job Satisfaction through Compensation with an original sample value of 0.094 and p values of 0.105.
7. Motivation has a positive and significant effect on Job Satisfaction through Compensation with an original sample value of 0.218 and p values of 0.014.

Suggestion

1. Organizations must improve employee discipline by punishing those who do wrong and providing compensation for good employees.
2. The organization must provide motivation to employees with motivators who have a background ranging from the lowest to the most successful.
3. The organization must provide appropriate compensation for its employees.
4. It is hoped that this research will be used as input for the organization and cover the organization's deficiencies and develop the organization.
5. It is hoped that this research will be useful for other researchers and can be used as a reference and for further development.

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